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CHARACTERISTICS OF SUCCESSFUL AND UNSUCCESSFUL ORGANIZATIONAL DEVELOPMENT

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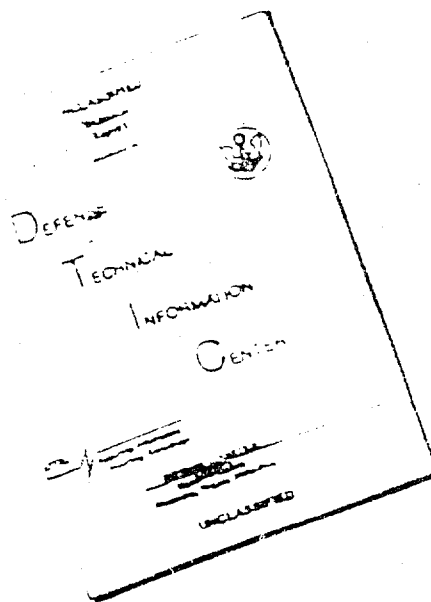THIS DOCUMENT IS BEST QUALITY AVAILABLE. THE COPY FURNISHED TO DTIC CONTAINED A SIGNIFICANT NUMBER OF PAGES WHICH DO NOT REPRODUCE LEGIBLY.

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

Several characteristics of organizations, their environments, and development efforts are evaluated to determine their association with successful and unsuccessful change in 25 organizations. Four groups of characteristics differentiating between successful and unsuccessful change efforts indicate: (1) commitment to and use of survey feedback and interpersonal process consultation interventions are associated most closely with success in OD efforts while an emphasis on sensitivity training/T-groups is most closely

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20. Abstract Continued

associated with the unsuccessful organizations; (2) organizations that
are more stable and staid are less likely to be successful in their OD
efforts than are those which are expanding and more open to and involved
in adjusting to change; (3) internal resource persons who are less
carefully selected, receive change-agent training previous to the OD
effort, and do not possess assessment-prescriptive skills are found in
the unsuccessful organizations; and (4) more specific interests and
greater commitment to the OD efforts are associated with successful
change.

Characteristics of Successful and
Unsuccessful Organizational Development

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March   1975

$\overline{\underline{III}}$

The manager or consultant eager to utilize the accumulated social
science knowledge to improve organizations soon realizes that the
characteristics of effective organizations are far better understood
than are the means for imparting such characteristics to organizations.
The field of research and practice devoted to the utilization of social
science knowledge for organizational development (OD) has been
characterized by extensive efforts in developing intervention strategies
and techniques but is nearly void of evaluations useful to managers
or consultants for selecting and applying these interventions.

The absence of knowledge involves two related but somewhat distinct
issues. The first is the identification of approaches to OD that are
generally more effective than others regardless of the situation in
which they are applied. Such identification requires an examination
of the comparative effects of several change strategies across a number
of different organizational settings. Only one study of this nature
has been reported thus far (Bowers, 1973). This investigation
examined OD efforts in 23 organizations subjected to one of four
"experimental" treatments or one of two "control" treatments.
Although differences were identified across strategies, the results
presented by Bowers also indicate that different strategies may be more
or less effective under varied conditions or in different situations.

Specifically, Bowers noted that Organizational Climate--i.e., conditions
internal to the organization which influence behaviors and attitudes--
affected the outcomes of different development strategies.

This raises the second issue which concerns factors having a
general influence over the success or non-success of OD efforts regardless
of the application of any particular change strategy or technique.
That is, just as some specific strategies were found to be generally
more effective than others, it may be possible to identify characteristics
of the organization and the development process which influence the
success or non-success of OD activities. In fact, some characteristics
such as the presence of "support from the top of the organization"
have been proposed. However, as Kahn (1974) notes, most characteristics
of this nature that have been suggested have not been subjected to
empirical evaluation. Further, very few characteristics even have been
suggested as having substantial effects on the outcomes of development
efforts.

The lack of knowledge in this area is attributable to a variety of
factors including a lack of comparable information from a large number
and variety of organizations engaged in OD efforts. Typically, a single
consultant or researcher has access to only a very limited number or type
of organization and the nature and form of information gathered in each
organization differs. The results are a lack of information for useful
generalizations and a lack of information comparable across organizations.

Sample and Procedure

In an attempt to overcome these and other problems encountered in studies of organizational change, a project was begun in 1966 by staff from the University of Michigan's Institute for Social Research. The goals, procedures, and general organization of this effort are described in detail elsewhere (Bowers, 1973, 1971a, 1971b, 1968) but a few key points are worthy of note here. These include (a) the development and use of a common survey instrument, (b) involvement of participating organizations in OD activities (exceptions included a few organizations used as "controls"), and (c) research activities in conjunction with the OD effort.

At the time of the present study, 25 organizations participating in the original and subsequent efforts had provided at least two waves of data useful for evaluation. All were business organizations but they represented several industries including insurance, paper, chemicals, petroleum refining, aluminum, automobiles, glass, and household products. The development efforts in these organizations varied from organization to organization. However, the major strategies and techniques were classified according to four "treatments" (Survey Feedback, Interpersonal Process Consultation, Task Process Consultation, Sensitivity Training/T-groups) and two "controls" (Data Handback, No Treatment) described by Bowers (1973).

For the purposes of this study the 25 organizations were separated into two groups classified as "successful" and "unsuccessful". Included in the latter group were those organizations which did not change and those which changed for the worst. These classifications were based

on changes in 16 survey indices tapping five major aspects of organizational conditions (climate), practices and behaviors (four measures of supervisory leadership, four measures of peer leadership, and one measure of group processes), and satisfaction.[1] The procedure for classifying each organization into one of the two groups included five steps:

1. Each of the 16 indices in each organization was <u>judged as increasing, remaining the same, or decreasing based on the direction of change from the first to the second survey.</u>

2. For each organization, a count was made of the number of indices which increased, remained the same, or decreased and the <u>predominant direction of change across indices was noted.</u>

3. <u>Significance of the number of indices moving in the predominant direction</u> was then evaluated using the Sign Test (Siegel, 1956, pp. 68-75).

4. Where the confidence of change in a particular direction was beyond the five percent level, the organization was judged to have moved in that direction ("increased" or "decreased"). Where the significance of the predominant direction was not established by this criterion, the organization was judged to have not changed.

5. The 11 organizations where the predominant direction was significant in the direction of an increase were placed into the "successful" group. The 14 remaining organizations were classified as "unsuccessful".

Comparisons were made between these two groups across several characteristics. In cases where the characteristics were scored with an appropriate scale, the Student T-test procedure was used to evaluate possible differences between the two groups. In instances where nominal levels of measurement were used and where statistical tests were desirable and useful, the Fisher Exact Probability Test was employed

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[1] Appendix A contains the 16 separate indices and items included within each index.

(Siegel, 1956, pp. 96-104). Where the data did not permit or require

such analyses, the distributions were explored across variables for

organizations in the successful and unsuccessful groupings.

Characteristics Investigated

The characteristics investigated fell into nine major categories:[2]
(1) characteristics of the organization's environment, (2) characteristics

of the organization itself, (3) initial contact between development/

research personnel and members of the organization, (4) formal entry

procedures and commitment, (5) data gathering activities and posture

of organizational members toward them, (6) characteristics of the

external change-agents (ECA's), (7) characteristics of the internal

change-agents (ICA's), (8) change activities, and (9) exit procedures.

Each of these categories in turn included several dimensions. These

dimensions are listed with each of the major categories below:

1. Organization's Environment

    a. Geographical location
    b. Scope of the market
    c. State of the market between surveys
    d. Origin of labor pool
    e. Industrial pay rate
    f. State of the industry

2. Organizational Characteristics

    a. Industry
    b. Function
    c. Union/non-union work force
    d. Innovative reputation
    e. Total number of people surveyed at each time

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[2]Each category is described in greater detail in the "Results" section.

     f.   Percent change in total number from first to second survey
     g.   Total number of groups surveyed at each time
     h.   Percent change in groups from first to second survey
     i.   Number of organizational levels at the time of each survey
     j.   Percent change in number of levels
     k.   Number of line groups at each time
     l.   Percent change in line groups
     m.   Number of line individuals at each time
     n.   Percent change in line individuals
     o.   Number of staff individuals at each time
     p.   Percent change in staff individuals
     q.   Number of persons in top group at each time
     r.   Percent change in numbers of people in the top management group
     s.   Percent change in actual people in the top management group (continuity)

3. Initial Contact

     a.   Initiator of the initial contact from the organization to the research/development personnel
     b.   Negotiation period between initial contact and contract acceptance

4. Entry and Commitment

     a.   Reasons for organization's interest in a development/research effort
     b.   Extent of commitment to activities other than the initial survey
     c.   Length of time committed to future activities
     d.   Extent of support received from top management
     e.   How the development/research staff were introduced to organizational members

5. Data Gathering

     a.   Number of total population and sample surveys
     b.   Year of the initial survey
     c.   Number of sample data collections
     d.   Elapse time between surveys
     e.   Reasons for second data collection
     f.   Credibility of the survey instrument among organizational members

6. Internal Change-Agents (ICA)

   a. Responsibility for ICA selection
   b. Care taken in ICA selection
   c. Extent of knowledge
   d. Value orientation
   e. Quality of skills
   f. Types of skills
   g. Types of non-change-agent job experience
   h. Extent of change-agent experience
   i. Posture towards research
   j. Change-agent style
   k. Prior training as change-agent

7. External Change-Agents (ECA)

   a. Responsibility for ECA selection
   b. Care taken in ECA selection
   c. Extent of knowledge
   d. Value orientation
   e. Quality of skills
   f. Types of skills
   g. Type of previous job experience
   h. Posture toward research
   i. Change-agent style

8. Change Activities

   a. Primary change treatment
   b. Primary interventions
   c. Content vs. Process emphasis of primary
      activity
   d. Intervenor

9. Exit Procedures

   a. Pace and planning of termination
   b. Reasons for termination
   c. Attitude of organization at termination

Ratings of each area were determined by a compilation of records
kept by the development/research staff, and the accumulated memory of key
research/development personnel. The latter procedure, of course, may be
criticized on the basis that it represents the results of memory and
may be subject to the research/development staff's own biases and values.
No rating was provided where records were unclear or information was not
available.

Results

Each dimension in each of the nine major categories was evaluated
to determine characteristics of the total array of 25 organizations and
to compare differences between the 11 "successful" and 14 "unsuccessful"
organizations.

Organization's Environment

Geographical Location

The location of each site was designated according to one
of six geographical locations. The distribution for the total
array and each of the two groupings is presented in Table 1.

Table 1

Geographical Distribution of Organizations

Location	Successful	Unsuccessful	Total
Northeast	1	3	4
North Central	4	8	12
West	0	1	1
Deep South	3	1	4
Other South	2	1	3
	10[a]	14	24

[a]One organization was omitted since it consisted of persons
from diverse geographical locations.

As can be seen, most sites for the total sample and for each category were from the North Central part of the country. No striking differences between the successful and unsuccessful organizations were of note.

Scope of the Market

Table 2 presents the scope of the market for each of the 25

Table 2

Scope of the Market

Scope of Market	Successful	Unsuccessful	Total
Local	0	0	0
Regional	2	8	10
National	9	6	15

organizations. None of the organizations fell into the category for "local markets." Although no statistically significant differences were found between the two groups, the successful organizations did tend to be more in national than regional markets and the unsuccessful organization had a slight tendency to be more heavily represented in regional rather than national markets.

State of the Market between Surveys

The market conditions for each organization in the period
between the first and second survey administrations were judged
as either declining, steady, or increasing. Table 3 reveals the

Table 3

State of the Market

State of Market	Successful	Unsuccessful	Total
Declining	1	2	3
Steady	4	11	15
Increasing	6	1	7

distribution for the total sample and two sub-groups.

The majority of organizations were in a relatively steady
market situation, while about twice as many were in an increasing
market than were in a declining market. Significant differences
occurred across the two groups of organizations. A comparison
using the Fisher Test to evaluate differences across the two
groupings for the "steady" and "increasing" classifications indicated
that the successful organizations were more likely to be in
increasing markets while unsuccessful organizations were found
far more often in the steady markets.[3]

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[3]In this case, as in all others, the five percent level of confidence
(two-tailed test) was used to determine significance of differences.

Origin of the Labor Pool

The labor pool from which each organization drew its majority of employees was classified according to one of four designations appearing in Table 4. For the majority of organizations the

Table 4

Source of Labor

Source	Successful	Unsuccessful	Total
Rural	1	2	3
Town	4	11	15
Suburban (near large city)	6	1	7
Large City	0	0	0

employees were drawn from towns and suburban areas near large cities. No organization drew primarily from a large city and only three had rural areas as their primary sources. A comparison across the successful and unsuccessful groups for the town and suburban classifications indicated a significant difference most determined by the higher numbers of organizations in the unsuccessful category drawing from towns rather than from suburban areas.

Industrial Pay Rate

A five point rating was used to evaluate the industrial pay rate for each of the 25 organizations. The results of these ratings are presented in Table 5. To evaluate differences between the

Table 5

Industrial Pay Rate

Rate	Successful	Unsuccessful	Total
Low	1	9	10
Moderately Low	2	1	3
Moderate	3	1	4
Moderately High	0	0	C
High	6	6	9

successful and unsuccessful organizations data were combined such that low and moderately low classifications could be compared with those of higher rates. The Fisher Test indicated significant differences between the two groups when these combined data were evaluated. The differences indicated that successful OD occurred more often in organizations with higher industrial pay rates; and, negative or no change occurred most frequently in those organizations with the lower rates.

13

State of the Industry

The final dimension in the category of the organization's
environment was the state of the industry classified according to
one of three possible categories: declining, established, or
new. Table 6 illustrates that most of the 25 organizations and

Table 6

State of the Industry

State of Industry	Successful	Unsuccessful	Total
Declining	2	1	3
Established	8	13	21
New	1	0	1

most organizations in each of the two groups were in established
industries. No notable difference existed between successful and
unsuccessful organizations.

Summary for Organization's Environment

Of the six dimensions evaluated in this section, three exhibited
differences between the successful and unsuccessful organizations and
three showed no differences between these two groups. Those with no
notable differences   included the (1) geographical location,
(2) state of the industry, and (3) scope of the market (however, the
successful organizations were somewhat more evident in the larger--i.e.,
national vs. regional--markets).

Differences were found in (1) the state of the markets, (2) sources of labor, and (3) industrial pay rates. These differences suggested the following:

- Where change was unsuccessful--i.e., negative or neutral--the organization was more likely to be in a steady than an increasing or decreasing market, whereas successful organizations--i.e., those changing in the positive direction--were slightly more likely to exist in an expanding market.

- In successful organizations the labor pool was most likely to be from suburban areas near large cities while other organizations were most likely to draw their labor from towns.

- The industrial pay rates of successful organizations was higher than that for unsuccessful organizations.

Organizational Characteristics

Industry

Each organization was classified according to one of six major industry types describing its primary function. Table 7 indicates

Table 7

Classification by Industry

Industry	Successful	Unsuccessful	Total
Insurance	1	10	11
Automotive	4	1	5
Petrochemical	2	0	2
Consumer Household Products	1	1	2
Forrest Products	3	1	4
Conversion	0	1	1

the number of organizations included within each classification.
The most notable aspect of these data is the concentration of
insurance industry organizations in the unsuccessful group. Only
one of the 11 insurance organizations from the total sample
demonstrated positive change. A statistical analysis indicated
that the trend for insurance to be over represented in the unsuccessful
organizations and under represented in the successful organizations
was significant (Fisher Test, p<.002).

Function

Six classifications were used to indicate the major function
of each organization. As can be seen in Table 8, the successful

Table 8

Organizational Function

Function	Successful	Unsuccessful	Total
Administrative/ Clerical	1	3	4
Marketing/Sales	1	8	9
Continuous Process Manufacturing	3	1	4
Large Batch Manufacturing	2	0	2
Fabrication	2	2	4
Assembly Line	2	0	2

organizations were represented in each functional area without
being concentrated in any one. Unsuccessful organizations are
included in four of the six functional areas and show some
concentration in the marketing/sales area.

To further evaluate possible differences attributable to
function, the Office and Sales organizations (i.e., administrative/
clerical, marketing/sales) were compared to heavy industry
organizations (i.e., continuous process and large-batch manufacturing,
fabrication, assembly line). Table 9 presents these data. Although

Table 9

Combined Functions

Combined Functions	Successful	Unsuccessful	Total
Office/Sales	2	11	13
Heavy Industry	9	3	12

approximately the same total number of organizations appears in
each function (13 vs. 12), significant differences exist between
the successful and unsuccessful groups. The successful organizations
are far more likely to occur in the heavy industry functions and
the unsuccessful organizations occur with greater frequency in
the office/sales functions.

Union/Non-Union

Table 10 provides an indication of the distribution of union

Table 10

Presence of Unions

	Successful	Unsuccessful	Total
Union	5	0	5
Non-Union	6	14	20

and non-union organizations for successful and unsuccessful
organizations. Most organizations included in the study did have
unions, however, there was a significant difference with respect
to the two groups. Although approximately an equal number of
union and non-union organizations comprised the successful grouping,
no union organizations and 14 non-union organizations were included
in the unsuccessful group.

Innovative Reputation

A simple rating of whether or not each of the 25 organizations
had a reputation for innovativeness was also provided. Table 11

Table 11

Innovative Reputation

	Successful	Unsuccessful	Total
Innovative	8	3	11
Non-Innovative	3	11	14

shows the resultant data. Significant differences occurred in
these data indicating successful organizations were most likely to
have innovative reputations and unsuccessful organizations were
more likely to have non-innovative reputations (Fisher Test, $p<.05$).

Size of Organizations

Several criteria were selected to evaluate the success or non-
success of the OD effort as a function of the size of the 25
organizations.[a] Included were such factors as number of staff,

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[a]See "Characteristics Investigated" in the preceding section for
a listing of these criteria.

line, and total individuals completing the survey, number of staff and line groups and number of levels of hierarchy. Each of these measures showed a tendency for the successful organizations to be slightly larger than those in the unsuccessful group. However, only one measure reached the designated level of significance. This indicated that at the time of the second survey the successful organizations had significantly more levels of hierarchy (5.33 vs. 4.21 levels, $p<.003$) than the unsuccessful organizations.

Changes in the sizes of the 25 organizations were also examined. No significant differences were indicated between successful and the unsuccessful organizations.

Summary for Organizational Characteristics

Of the organizational characteristics examined in this section, the majority revealed differences between the successful and the unsuccessful organizations. An exception was in the area of size and changes in size where only one significant difference between the two groups was revealed. Even in this area, however, there was a strong trend indicating that the successful organizations were larger than unsuccessful organizations.

Statistically significant changes indicated the following:

- Insurance organizations were over represented in the unsuccessful group and under represented in the successful group.
- On the average the successful organizations had more levels of hierarchy than the unsuccessful organizations.

- Successful organizations were most heavily represented in heavy industry and unsuccessful organizations were most evident in office and sales functions.

- Union and non-union organizations occurred with approximately equal frequency in the successful grouping, however, all organizations in the unsuccessful group were non-union.

- More organizations with innovative reputations fell in the successful group than the unsuccessful group, and more organizations with non-innovative reputations were associated with the unsuccessful group than the successful group.

Initial Contact

Two areas were evaluated with respect to the establishment of contact between the research/development staff and the members of the 25 organizations. These focused on the organizational position of the individual initiating contact with the research/develop..ent staff and the time elapsing between the initial contact and the establishment of a formal contract.

Contact Person

Four classifications were used to identify the position of the individual from the organization making the initial contact with the research/development staff. Table 12 shows the distribution of

Table 12

Position of Person Initiating Contact

Position	Successful	Unsuccessful	Total
Company President	4	1	5
Plant Manager	1	0	1
Corporate Manager	1	0	1
Personnel/OD Director	5	13	18

organizations according to the successful and unsuccessful groupings. In the overall sample, as well as in each grouping, the position of the individual initiating the contact most frequently was that of director of personnel or OD. One apparent difference between the groupings is evidenced in the fact that four of the five cases where the company president made the initial contact, the outcome of the development effort was successful. This situation existed in only one organization from the unsuccessful group.

Negotiation Period

A comparison was made between the successful and unsuccessful organizations for the number of months elapsing between the first contact and the establishment of a formal contract between members of each organization and the research/development staff. The period in the successful organizations was slightly longer than in the unsuccessful organizations (9.20 vs. 6.43 months) but the differences were not statistically significant.

Summary for Initial Contact

Neither the position of the individual initiating the contact between the research/development staff and each organization nor the length of the time in negotiations varied significantly between the successful and unsuccessful organizations.

Entry and Commitment

Reasons for Organization's Interest

Five possible reasons for an organization's interest in a research/development effort involving the collection of survey data were identified. Each of the 25 organizations was rated on each reason on a "yes" or "no" basis. Differences between successful and unsuccessful organizations were then evaluated using the Fisher Test. Table 13 summarizes these data. The

Table 13

Reasons for Interest in
Research/Development Effort

Reasons for Interest		Successful	Unsuccessful	Significance
Wanted to be	No	4	10	
seen as innovative	Yes	7	4	N.S.
Heard of or	No	3	12	
had prior contact with Research/ Development staff	Yes	8	2	p<.02
Had a specific	No	3	13	
problem	Yes	8	1	p<.01
Had a general	No	11	3	
(undefined) problem	Yes	0	11	p<.01
Wanted to	No	5	13	
experiment with new ideas	Yes	6	1	p<.05

differences in one area were not significant although a potentially
meaningful pattern did emerge. Results from this area indicated
that there was a slightly greater tendency in successful than
unsuccessful organizations to have become involved because of a
desire to be seen as innovative, however, the differences in this
area were not large enough to reach the designated level of
significance.

The remaining four areas did serve to distinguish well between
successful and unsuccessful organizations. These results indicated
that successful organizations were (a) more likely than not to have
engaged in the effort because of prior contact with or knowledge
of the research/development staff, (b) more likely than not to
have identified a specific developmental problem, and (c) less
likely than not to have experienced a general problem. Further,
the results suggested that unsuccessful organizations were
(d) less likely than not to have had prior contact with or knowledge
of the research/development staff, (e) less likely than not to have
expressed a specific problem, (f) more likely than not to have
expressed a general problem, and (g) less likely than not to have
wanted to experiment with new ideas.

Commitment to Future Activities

At the outset of the project in each of the 25 organizations,
a commitment was made to engage in at least one wave of data
collection activities using the standard survey. In addition,
however, some of these organizations committed themselves to

additional activities. These activities were of four major
(non-exclusive) types: (1) a resurvey at some future date for
diagnostic/evaluative purposes,[5] (2) a restructuring of the
organization, (3) survey-feedback on a group-by-group basis,
(4) survey-feedback together with process consultation (usually
limited to upper level groups). Table 14 presents the data rating

Table 14

Commitment to Future Activities

Activity		Successful	Unsuccessful	Significance
Resurvey	No	3	0	N.S.
	Yes	8	14	
Restructuring	No	10	14	N.S.
	Yes	1	0	
Survey Feedback	No	1	12	p<.01
	Yes	10	2	
Survey Feedback plus Process Consultation	No	10	8	N.S.
	Yes	1	6	

organizations on a "yes" or "no" basis for the successful and
unsuccessful organizations. As these data indicate, differences in
only one area proved significant. The commitment to survey feedback
was present in the great majority (10 of 11) of the organizations in
the successful group and was present in the minority (2 of 12) of
organizations from the unsuccessful group.

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[5]Although all 25 organizations included in this study did have at least
two surveys, not all were committed to the second data collection at
the outset of the research/development efforts.

Time Committed to Future Activities

In addition to variations in commitment to different types
of activities, there were variations in the length of time for
these commitments.   Table 15 shows a breakdown of commitment times

Table 15

Time Committed to Effort

Time in Years	Successful	Unsuccessful	Total
0-1	2	1	3
1-2	1	4	5
2-4	8	4	12
4-5	0	5	5

for the two groupings. The only notable aspect of these data is that
five organizations from the unsuccessful group were committed for
a longer period (4-5 years) than any of the organizations included
in the successful group.

Top Management Support

A five-point extent scale (low end indicated less support and
upper end indicated greater support) was used to determine the
degree of backing received from top management for the effort
in each of the 25 organizations. The differences between the two
groupings were significant (two tailed T-test, $p < .005$) with a greater
degree of support evidenced in the successful organizations
(4.40 vs. 3.36).

Introduction of Research/Development Staff

Three primary methods were used for introducing research/
development staff to managerial personnel within each organization.
These included (1) an introduction by organizational personnel
as part cf a presentation describing the prooosed development/
research effort, (2) self introduction in informal settings, and
(3) introductions at the time of survey administration sessions.
Table 16 shows striking differences between the successful and

Table 16

Introduction of Research/Development Staff

Mode of Introduction	Successful	Unsuccessful	Total
During Presentation	9	2	11
Self Introduction	1	10	11
During Survey Administration	1	0	1
	11	12[a]	23

[a]Unknown for two organizations in this grouping.

unsuccessful organizations. From the totals column we see that
all but one organization fell into one of the first two categories and
the totals in these two categories were the same. An evaluation of the
successful and unsuccessful categories, however, reveals significant
differences (Fisher Test, $p < .01$). The introduction during a
presentation regarding the overall development effort was
characteristic of the successful organizations while self intro-
duction characterized the unsuccessful organizations.

Summary for Entry and Commitment

Only a few aspects of the entry procedure and extent and type of commitment did not indicate differences between the successful and unsuccessful categories. Those that did not differentiate included:

- An interest in a research/development effort based on a desire to be seen as innovative.

- Commitment at the outset to (a) resurvey (all but three organizations were committed), (b) restructuring of the organization (only one made such a commitment), and (c) survey feedback combined with process consultation (only one of 10 successful organizations was committed to this intervention but, unsuccessful organizations were split about evenly between those committed and those not committed).

Several factors demonstrated statistically significant differences between the successful and unsuccessful organizations:

- Having had prior contact with the research/development staff was characteristic of the successful organizations and was not typical of the unsuccessful organizations.

- Wanting to experiment with new ideas was about equally split among successful organizations but was only present in one of the 14 unsuccessful organizations.

- The expression of a general problem was typical of unsuccessful organizations but was not evident in successful organizations.

- Having a specific problem was not usually a reason for interest by the unsuccessful organizations but was a prime motivator for the successful organizations.

- Having a commitment to Survey Feedback activities was typical of the majority (10 of 11) of the successful organizations but only a minority (2 of 12) of the unsuccessful organizations.

- No successful organizations were committed to more than four years of research/development activities, but, five in the unsuccessful group were committed for more than four years.

- Top managers extended greater support to the effort in the successful organizations than in the unsuccessful organizations.

- In the successful organizations the research/development staff was most frequently introduced to members of the organization as part of a presentation describing the total development effort. In the unsuccessful organizations this most often took the form of self introduction by members of the research/ development staff.

Data Gathering

Total Population Data Collections

Some of the 25 organizations gathered survey data from the total organization more than twice during the OD effort. All of these were in the unsuccessful group. The average number of total population survey data collections for the successful organizations was 2.00 while it was 2.57 for the unsuccessful organizations. This difference was not statistically significant.

Year of First Survey

The 25 organizations have become involved in the research/
development efforts over a period of several years beginning in
1966 and continuing to the present. To evaluate a possible
difference emerging from the time during which the organizations
became involved, the date of the first survey administration was
determined. Table 17 presents these data for two periods of time.

Table 17

Year of First Survey Administration

Year	Successful	Unsuccessful
1966-1968	4	12
1969-1972	7	2

The differences noted are significantly different (Fisher Test,
$p < .05$) suggesting a higher likelihood of success and a lower
likelihood of non-success in the organizations beginning data
collection activities in the more recent period.

Sample Data Collections

In addition to total population surveys, sample surveys were
drawn periodically in some organizations. The average number of
samples for the successful organizations was .63 and for the
unsuccessful was 1.00. This difference was not statistically
significant.

Elapse Time between Surveys

There were no significant differences for the amount of time elapsing between surveys for the successful and unsuccessful organizations (average elapse times in months of 12.7 and 11.9 respectively).

Reason for Second Data Collection

Two primary reasons existed for the second wave of data collection activities. One was an initial commitment to evaluate the success of development activities. The second was for benchmark purposes not arising from an initial commitment. No differences were found between the organizations in the successful and unsuccessful groupings. Nine of the successful organizations and 12 of the unsuccessful organizations had expectations to gather a second wave of data from the outset, and two sites from each group later decided to gather a second wave for benchmark purposes.

Credibility of Survey Instrument

There was considerable variance with respect to how much credibility the instrument had with members of these 25 organizations. In some organizations the survey was well understood or valued as a useful means of gaining accurate readings of organizational functioning. In others it was not well understood or valued. Each organization was rated according to a five-point extent scale for the instrument's credibility (low end of the scale was for low credibility). On the average, the instrument proved more credible in the unsuccessful (4.00) than in the successful (3.55) organizations. This difference, however, did not prove to be statistically significant.

Summary for Data Gathering

Neither the number of total or sample data collections, nor the time elapsing between waves of data collection, nor the reasons for the second wave of survey data collections revealed significant differences between the successful and unsuccessful organization. Slight differences were found in one area indicating,

> The survey instrument enjoyed a bit more credibility in unsuccessful organizations than in successful organizations.

And significant differences indicated,

> Organizations beginning (i.e., having the first survey data collected) more recently were more likely to be in the successful grouping and less likely to be in the unsuccessful grouping.

Internal Change Agents (ICA's)

The majority of the 25 organizations had members of the organizations designated as "internal change agents" (ICA's). These individuals helped guide the research/development effort through a variety of activities including the administration of surveys, scheduling and facilitating group meetings, and training other members of the organization in various areas. Not all organizations had individuals in this role and others had several such individuals. Eight of the successful organizations and 12 of the unsuccessful organizations included one or more internal change agents. In the areas rated for various aspects of internal change agents where an organization had two or more such persons, a rating was assigned the organization to represent an average.

Selection of Internal Change Agents

Internal change agents were selected by either top managers from the organization or members of the research/development staff. No significant differences between successful and unsuccessful organizations emerged on this dimension.

Care Taken in Internal Change Agent Selection

A four-point scale (1=little, 4=great) was used to evaluate the care taken to select the ICA's. The means for the successful and unsuccessful organizations were significantly different (2.75 vs. 1.71, p<.04) indicating more care was taken in the successful than unsuccessful organizations.

Internal Change Agent Knowledge, Values, and Skills

Several areas were investigated to differentiate the potential abilities of the ICA's to perform well in their roles. Three of these were (1) the extent to which they were knowledgeable about organizational behavior and what their role involved, (2) value orientations, and (3) their skill level in performing ICA functions.

Internal change agents in the successful organizations were rated as more knowledgeable than those in the unsuccessful organizations (2.38 vs. 1.36 on a five point scale). The differences did not attain the designated level of significance (p<.08).

No significant differences were found for overall skill level although successful organizations were rated slightly better (2.75 vs. 2.60) on a five point scale.

Value preferences were rated in accordance with three primary stances. These indicated an assumption about what should receive the most emphasis to facilitate successful development: (1) task-- i.e., the actual work to be accomplished should be the primary focus of attention, (2) interaction--i.e., relationships among organizational members should be the primary area of focus, (3) self--i.e., personal feelings should be evaluated and developed as a primary element in OD. Table 18 presents these data.

Table 18

Primary Value Stances

Value Orientation	Successful	Unsuccessful	Total
Task	6	2	8
Interaction	2	4	6
Self	0	4	4
	8	10[a]	18

[a]Unknown for two organizations.

Although the differences are not statistically significant, there is a slight propensity for ICA's in successful organizations to be task oriented while those in the remaining organizations are more likely to be either interaction or self oriented.

Internal Change Agent Skills

Each organization was evaluated for the skills possessed by
the ICA's. Although eight skill areas were evaluated, only one
differentiated between the successful and unsuccessful organizations.
The seven which did not differentiate included: (1) interpersonal
skills, (2) structural analysis, (3) persuasion, (4) laboratory
training/T-group, (5) perceptual confrontation, (6) diagnosis
(it should be noted, however, that in the unsuccessful organizations
nine ICA's had no diagnostic skills and only one had such skills),
and (7) political savy.

The single skill area where statistically significant differences
(p<.05) were found was for the area designated as "assessment and
prescription." In this area a clear differentiation existed
between successful and unsuccessful organizations (see Table 22).

Table 19

Presence of Assessment-Prescriptive Skills

	Successful	Unsuccessful	Total
Absent	1	8	9
Present	7	2	9
	8	10[a]	18

[a]Unknown for two organizations.

Internal change agents with the ability to assess strengths and
weaknesses in organizational functioning and prescribe on the basis
of such assessments were more likely to be in the successful than
the unsuccessful organizations.

Types of Previous (Non-ICA) Work Experience

Each of the ICA's involved in these research/development efforts had previously held jobs in line positions, the personnel department, or both.   Table 20 shows the distribution in this area.

Table 20

Previous Work Experience

Area	Successful	Unsuccessful	Total
Line Position	3	1	4
Personnel Dept.	3	8	11
Both Line and Personnel	2	1	3
	8	10^a	18

[a]Unknown for two organizations.

Although the differences are not statistically significant, the unsuccessful group had a rather high percentage (80%) of ICA's with previous experience limited to that attained in a personnel department.

Previous Change Agent Experience

A four point scale was used to rate the extent of experience for ICA's prior to the initiation of these research/development efforts.   Although the ICA's in the successful organizations had slightly more experience (2.00 vs. 1.70), the differences were not statistically significant.

Internal Change-Agent Research Posture

Table 21 indicates the posture toward research aspects of

Table 21

Internal Change Agent Research Posture

Research Posture	Successful	Unsuccessful	Total
Negative	0	2	2
Neutral	5	4	9
Positive	3	4	7
	8	10[a]	18

[a]Unknown for two organizations.

the efforts assumed by the ICA's in each organization. As these
data indicate, few differences existed except the absence of a
negative stance in any successful organization and the presence of
such a posture in two unsuccessful organizations.

Internal Change-Agent Style

Each organization was classified for ICA style according to two
categories: (1) Catalyst, and (2) Transducer (Bowers and
Franklin, 1972). In each group, slightly more organizations had
ICA's who preferred the catalytic to the transducer style.

Internal Change-Agent Training Prior to Current Effort

Internal change agents from each organization were rated on
a "yes" or "no" basis to indicate whether they had received
training as change agents prior to the current research/development
effort. Table 22 presents these data. Interestingly, these data

Table 22

Prior Training of Internal Change Agents

Where ICA's Trained Previously	Successful	Unsuccessful	Total
No	5	1	6
Yes	3	11	14
	8	12	20

show a significant difference (Fisher test, $p < .05$) indicating that
the unsuccessful group consisted mainly of ICA's receiving previous
training while ICA's in the successful group are more evenly
divided between those receiving and those not receiving previous
training.

Summary for Internal Change Agents

The majority of areas investigated with respect to internal change-
agents revealed no distinctions between the successful and the unsuccessful
organizations. These areas included: (1) who selected the ICA's,
(2) the extent to which they were knowledgeable about organizational
functioning and change agentry, (3) their overall skill levels and

most of the specific skill areas, (4) basic value orientation,
(5) previous non-change-agent experience (however, the unsuccessful
group had a notable majority of ICA's with experience only in a
personnel department), (6) previous change-agent experience,
(7) posture toward research activities, (8) and preference for
catalyst or transducer change agent styles.

Three areas did provide distinctions between the successful and
unsuccessful organizations. These indicated that internal change
agents in the successful organizations:

- were more carefully selected.

- had assessment-prescriptive skills whereas ICA's in
  the unsuccessful organizations did not.

In addition, it was found that ICA's in the unsuccessful organizations:

- received more change-agent training previous to these research/
  development efforts than did the ICA's in the successful organiza-
  tions.

- had more previous work experience in personnel departments.

External Change-Agents (ECA's)

Ten of the 11 successful organizations and 10 of the 14 unsuccessful
organizations had, in addition to ICA's, one or more external change
agents. These were all management consultants and change agents not
directly employed by the organizations. No significant differences were
revealed between the successful and unsuccessful organizations on the bases
of examining various characteristics of the ECA's. The areas investigated
included: (1) who had primary responsibility for the ECA's selection

(all were selected by the research institution), (2) care of the
selection procedure, (3) knowledge base (those in the unsuccessful
organizations had ECA's who were slightly better informed),
(4) values (although eight of the 10 from the unsuccessful group
were primarily interpersonal in emphasis), (5) overall quality of
skills, (6) types of skills (however, eight of the 10 from the
unsuccessful group had sensitivity training/T-group skills while
only four of the 10 successful organizations had these skills),
(7) type of previous job experience, (8) amount of previous change
agent experience, (9) primary change agent style, and (10) posture
toward research.

Change Activities

Each research/development effort in each organization consisted
of several activities. These efforts were complex in nature both
because of the number of persons involved with different functions,
and because each organization had unique resources and needs. The areas
explored in this section include aspects of the change activities
primarily concerning their planning, nature, and implementation.

Primary Change Treatment

Table 23 presents the primary change strategy (see Bowers, 1973)

Table 23

Primary Change Strategy

Treatment	Successful	Unsuccessful	Total
Survey Feedback	4	1	5
Interpersonal Process Consultation	4	1	5
Task Process Consultation	0	2	2
Sensitivity Training T-groups	0	6	6
Data Handback	2	1	3
None	1	3	4
	11	14	25

implemented in each of the 25 organizations. Although these data did not lend themselves to statistical analyses, differences are apparent between the successful and unsuccessful groupings.

Most notable are the following: (1) four of the five organizations using survey feedback showed positive change, (2) four of the five organizations employing interpersonal process consultation changed positively, and (3) all six sensitivity training/T-group organizations were in the unsuccessful group.

Primary Interventions

Each of the strategies listed above describe the general approach to change in each organization. Beyond this, however, several different interventions were actually applied during the course of the efforts in many of the organizations. These included forms of survey feedback, sensitivity training/T-groups, task Process consultation, and structural change. Table 24 presents data

Table 24

Interventions

Intervention		Successful[a]	Unsuccessful[b]	Probability
Survey Feedback	No	0	8	
	Yes	9	2	<.01
Sensitivity Training/T-group	No	9	4	
	Yes	0	6	<.05
Task Process Consultation	No	9	4	
	Yes	2	3	N.S.
Structural Change	No	6	10	
	Yes	3	0	N.S.
Interpersonal Process Consultation	No	7	10	
	Yes	2	0	N.S.

[a]Interventions are unknown for two organizations in this group.

[b]Interventions are unknown for one organization in this group.

showing no large differences between organizations in the successful
and unsuccessful groupings in two areas, and significant differences
on the remaining two. The areas in which differences occur indicates:
(1) the presence of survey feedback is associated with positive
change and the absence of this intervention is associated with
negative or no change, and (2) the absence of sensitivity training/
T-groups is associated with positive change. Differences in the remaining
three categories were not statistically significant, however, all three
instances of structural change and both organizations with interpersonal
process consultation were associated with the successful category.

Content vs. Process Emphasis of Primary Activity

A distinction was drawn between organizations in which the
emphasis of change agent activities was on the content aspects of
the job, the way people worked together (process), or both.
Table 25 presents data indicating substantial differences between

Table 25

Content/Process Emphasis

Emphasis	Successful	Unsuccessful	Total
Content	0	0	0
Process	0	12	12
Both	9	2	11
	9[a]	14	23

[a]Unknown for two organizations.

the two groups of organizations. No organization received mainly

a content emphasis but, 12 from the unsuccessful group were primarily

process in nature and only two were rated as "both". This is quite

distinct from the successful group where no organization received

a strong process emphasis alone and the remainder received both.

This difference was statistically significant (Fisher Test, p<.01).

Intervenors

As noted previously, various combinations of internal change

agents and external change agents actually implemented the change

activities in the organizations. To evaluate potentially different

effects of ICA, ECA's and combinations of these, each organization was

rated for each of these three possibilities. The data appear in

Table 26. Although the successful and unsuccessful organizations

Table 26

Primary Responsibility for Change Activities

	Successful	Unsuccessful	Total
Internal Change-Agents	5	1	6
External Change-Agents	1	7	8
Both ICA's and ECA's	4	3	7
	10^a	11^b	21

[a]Unknown for one organization.

[b]Unknown for three organizations.

do not differ greatly in the "both" category, differences
are evident in the ICA and ECA categories. These differences
are statistically significant (Fisher Test, $p < .05$), indicating
the successful group were most strongly associated with primary
responsibility taken by ICA's and the unsuccessful group were most
closely associated with ECA's.

Summary for Change Activities

In this section several aspects of the change activities were
explored. In a few areas no notable differences were found between
the successful and unsuccessful groups. For example, three types of
interventions (task-process consultation, structural change, and
interpersonal process consultation) revealed no differences. In addition,
the extent to which these organizations were involved in other types
of change activities did not distinguish well between the successful
and unsuccessful groups.

In several other areas, however, differences between the two
groups were identified. These were in four major areas:

- Successful organizations more than unsuccessful organizations
  were associated with the survey feedback and interpersonal
  process consultation strategies.
- Unsuccessful more than successful organizations were associated
  with sensitivity training/T-group strategies.

Primary Interventions:

- Survey feedback was prevalent in the successful organizations
  but not in the unsuccessful group.
- Sensitivity training/T-group interventions were not used in
  the successful organizations.

Process vs. Content Emphasis:

- Process was emphasized in most unsuccessful organizations.

- All successful organizations received both a process and content emphases.

Intervenor:

- Internal change agents were more heavily involved in successful organizations than in those comprising the unsuccessful group.

- External change agents were more heavily involved in unsuccessful than successful organizations.

Termination Procedures

The research/development effort in each organization ended with
respect to involvement from the research institution for various
reasons and with a variety of attitudes on the part of members of the
organization. Three aspects of the termination were investigated for
differences between the organizations in the successful and unsuccessful
groups.

Pace and Planning of Termination

Two dimensions were investigated to evaluate the pace of the
termination and extent to which termination was anticipated. The
data for four possible conditions in the two groups of organizations
are presented in Table 27. The only notable aspect of these data is

Table 27

Termination Pace and Planning

	Successful	Unsuccessful	Total
Gradual/Planned	4	11	15
Abrupt/Planned	1	2	3
Gradual/Unplanned	1	0	1
Abrupt/Unplanned	2	0	2
	8^a	13^b	21

[a] OD effort not terminated in two organizations;
unknown in one other.

[b] OD effort not terminated in one organization.

the presence of three organizations from the successful group and absence of organizations from the unsuccessful group in the two unplanned conditions. Positive change does not seem to be associated necessarily with planned terminations.

Reasons for Project Termination

Six alternatives were investigated as possible reasons for project termination. Organizations in each of the two groups were evaluated for the presence or absence of each reason as a factor in the termination decision. Table 28 presents these data.

Table 28

Reasons for Project Termination

Alternative Reasons	Present	Successful[a]	Unsuccessful[b]	Significance
Lack of Support from Key Managers	No	6	13	N.S.
	Yes	3	0	
Change in Organization's Priorities	No	6	3	N.S.
	Yes	3	10	
Change in Research Institute Priorities	No	8	11	N.S.
	Yes	1	1	
Organization's Perceptions of Project Failure	No	6	4	N.S.
	Yes	3	9	
Phobic Reaction to Prolonged Involvement with Outsiders	No	6	13	N.S.
	Yes	3	0	
Organization Internalized Change Activities	No	8	12	N.S.
	Yes	1	1	

[a]OD effort not terminated in two organizations.

[b]OD effort not terminated in one organization.

No statistically significant differences were revealed in comparisons
across the two groups. One interesting factor, however, regards
perceptions of project failure. Although there is a trend for this
to be associated more with the unsuccessful than the successful
organizations, a reason for termination in three of the successful
organizations was a perception of project failure.

Attitudes toward Project at Termination

The third aspect of project termination explored in this study
involved the attitudes of upper level organizational managers at the
end of the project. These attitudes were classified as negative,
neutral, or positive. As is shown in Table 29, the full range of

Table 29

Attitudes Toward Project at Termination

Attitude	Successful	Unsuccessful	Total
Negative	3	9	12
Neutral	3	1	4
Positive	2	3	5
	8[a]	13[b]	21

[a]OD effort not terminated in two organizations;
unknown in one other.

[b]OD effort not terminated in one organization.

attitudes were found in both the successful and unsuccessful groups.
The attitudes at termination seem to have little relationship to
project success as judged by the present criteria.

Summary for Termination Procedures

None of the aspects of project termination distinguished well between the successful and unsuccessful organizations. This is perhaps surprising in light of the differences in project success as indicated by the survey measures. Most notable are the lack of differences in: (1) the attitude of upper level managers toward the projects, and (2) termination on the basis of perception of project failure.

Cautions in Evaluating the Results

Any attempt to integrate and interpret these data must be recognized as a formidable and somewhat risky endeavor. This research can be criticized on numerous grounds including the following:

- Errors in measurement of characteristics due to potentially faulty judgements of development/research personnel.

- Limited size and variety of the sample. Although the number and variety of organizations is large compared with most studies of organizational change, it is small when consideration is given the number of characteristics investigated in this research.

- Lack of representativeness of OD/research efforts. Although the intervention strategies employed in these 25 organizations is representative of a few of the best known approaches, many other strategies and techniques also are in use.[6]

- Lack of differentiation between more and less important characteristics distinguishing between successful and unsuccessful organizations. Although it is recognized that some characteristics may be necessary ingredients of successful change while others simply add a small degree to the probability of success, this issue is not faced in this research.

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[6]See Bowers, Franklin, & Pecorella (1973, 1975) for a more extensive listing of available OD strategies and techniques.

• Most characteristics have been treated more or less indepen-
dently even though it is recognized that they are not totally
independent of one another (e.g., Office and Sales organizations
cannot be reasonably disassociated from those in the insurance
industry). The various potential and actual combinations
and permutations of characteristics is not explored herein.

These and other issues suggest caution in drawing conclusions from the
results. Yet, the lack of empirically supported knowledge, or even
formal theory, regarding characteristics associated with successful and
unsuccessful attempts to utilize the existing body of social science
knowledge to improve organizations warrants the risks involved.

Summary

To facilitate a summarization of the results, two separate groups
of characteristics have been identified on the basis of whether or not
they serve to differentiate between organizations in the successful
and unsuccessful groups. Table 30 presents the characteristics that
did not serve to distinguish between the two categories of groups.
At least three reasons may exist to explain why this lack of differentiation
exists:

(1) In some cases the variance for the characteristic was greatly
     limited across the organizations [e.g., the preponderance of
     organizations in "stable" (N = 21) as opposed to "declining"
     (N = 3) or "new" (N = 1) industries].[7]

(2) Strong trends indicating differences may have existed but
     the statistical analyses did not produce the designated level
     of significance.[8] In this vein it is prudent to remember that
     although the use of statistical tests for separating important
     from unimportant characteristics simplifies the effort and is
     convenient, it is also somewhat artificial and the choice of
     levels of statistical significance is arbitrary. This issue
     is further compounded in the present study by (a) the levels
     of measurement available for some characteristics, and
     (b) the relatively small number of cases (N = 25) and large
     number of variables (characteristics).

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[7]Noted by an "a" in Table 30

[8]Noted by a "b" in Table 30.

51

Category	Characteristic
Organization's Environment	• location
	• type of the industry [a]
	• the market [b]
Organization	
	• size
Initial Contact	• contact person
	• period [b]
Entry and conditions	• is seen as innovative
	• for a resurvey [b]
	• for a restructuring of the organization [b]
	• to Survey Feedback plus Consultation
Data Gathering	• population data collections
	• data collections
	• between waves of data collection
	• for second wave of data collections [a]
	○ Credibility of the survey instrument [b]

Category	Characteristic
Internal Change-Agents	• ICA selection
	• Knowledgeability of organizational functioning and change agentry[b]
	• Skill levels
	• Value orientations[b]
	• Non-change-agent experience[b]
	• Previous change-agent experience
	• Research posture
	• Change-agent style
External Change-Agents	• ECA selection[a]
	• Care of ECA selection[a]
	• Knowledge base[b]
	• Value orientation[b]
	• Skill levels
	• Types of skills[b]
	• Non-change-agent experience
	• Previous change-agent experience
	• Change-agent style
	• Research posture
Change Activities	• Use of Task-Process Consultation
	• Use of Structural Change[a,b]
	• Use of Interpersonal Process Consultation[a,b]
	• Involvement in other types of activities
Termination Procedures	• Pace and planning of termination
	• Reasons for termination (includes several dimensions)[a,b]
	• Attitude toward effort at termination

[a]Indicates limited variance among organizations included in this study.

[b]Indicates the existence of trends (not statistically significant) suggesting differences between successful and unsuccessful organizations.

(3)   The final ... ... preference is that
      the ... ... association
      with ... ... of the
      other ... ... associated with
      ... ...

Table 5 ... ... emerged
between the ... ... relationship in
this table ... ... a coherent
picture ... ...
character ... ...
the success ... ...

Four major ... ... of these
tables: (i) the ... ... lity of the
organization an ... ... of interests
and commitment to ... ... and (ii) abilities of the
internal change agent ... ... that commitment to and
use of survey feedback ... ... consultation are
associated ... ... while an emphasis on
sensitivity training ... ... associated with the
unsuccessful organization ... ... that ... ... has been explored in depth
elsewhere (Bow... ... 19... ... ... call for a great deal of additional
attention. One ... ... It seems that the distinction
is not one that can be ... ... of a simple difference between
a "process emphasis" and a ... ... emphasis" of the change
activity. Even though unsuccessful organizations were most closely
associated with the "process ... emphasis", the successful organizations
received a dual emphasis including process plus content.

Table 31

CHARACTERISTICS INDICATING DIFFERENCES BETWEEN

SUCCESSFUL AND UNSUCCESSFUL CHANGE IN ORGANIZATIONS

Category	Successful	Unsuccessful
Organization's Environment	• Expanding market • Labor drawn from suburban areas • Higher pay rate	• Steady market • Labor drawn from towns • Lower pay rate
Organizational Characteristics	• More levels of hierarchy • Heavy industry organizations • Innovative Reputation	• Fewer levels of hierarchy • Office and Sales organizations • Non-innovative reputations • Non-union • Insurance industry
Entry and Commitment	• Interest based on prior contact with research/development staff • Commitment to Survey Feedback Strategy • Greater support from top management • Research/development staff introduced as part of general presentation • Expression of a specific problem	• Interest not based on prior contact with research/development staff • No commitment to Survey Feedback Strategy • Lesser support from top management • Self-introductions by research/development staff • Expression of a general problem • Not motivated by a desire to experiment with new ideas

Data
Gathering

Category		(unsuccessful)
Internal Change Agent	• ...	• ... not ... ... assessment- ... ...
	... ...	• ... ... ICA ... ...
		• ... ...
		• ... ... experience ... ...ment
Change Activities	• ...	• ... ... Survey ... ... interpersonal ... ...
	• ...	• ... ...tivity ... ...group strategy
	• ...	• ... ...ental ... ...servation
	• ... ... p...	• ... ... change agent ...marily responsible for ...terventions
	• ... ...tic... ...	
	• ...ow... ... ... training ... ...ter	

Several of the characteristics indicating differences in Table 31 and suggesting trends toward differences in Table 30 show that those organizations that are more stable and staid are less likely to be successful in their OD efforts than are those which are expanding and more open to and involved in adjusting to change. These differences are indicated by the facts that the unsuccessful organizations were associated with steady market situations, non-innovative reputations, and a lack of motivation to experiment with new ideas. In contrast, the successful organizations were characterized by involvement in expanding markets which tended to be more of a national than regional scope and they possessed more innovative reputations. In addition, the successful organizations tended to be larger and to have more levels of hierarchy than those in the unsuccessful group.

The third major area of differences between the successful and unsuccessful organizations is in the specificity of interest in and commitment to the development/research effort. Various characteristics indicated that more specific interests and greater commitment were associated with the successful group. The specificity of interest in the successful organizations including having identified a specific problem, having previous contact with and knowledge of the development/research staff, and being committed to at least one specific development strategy (i.e., survey feedback). In the unsuccessful organizations motivation for involvement in the OD effort arose from a general problem, and there was neither prior contact with the development/research staff nor commitment to any specific development strategy. Beyond these differences in

specificity, various indicators suggested commitment to the efforts was
stronger in the successful than the unsuccessful organizations. Support
received from top management was greater in the successful than the
unsuccessful group. In addition, the format for introduction of the
development/research staff to members of the organization in the successful
group (e.g., as part of a presentation describing the effort) indicated
greater commitment to a specific, and possibly a better understood effort
than the introduction format in the unsuccessful organizations (e.g., self-
introductions). As further shown in Table 30 indicated a trend
for negotiations in the successful organizations to be somewhat longer
(although not statistically significant) than in the unsuccessful
organizations. This may be an indication of more care taken in the planning
stages of the successful efforts leading to more specific interest and
greater commitment once the developmental stages of the efforts were
begun.

The fourth and final major area differentiating between the successful
and unsuccessful organization focuses on the quality of the internal change-
agents. In the successful organizations the ICA's were selected with
greater care and possessed assessment-prescriptive skills not present
in ICA's associated with the unsuccessful organizations. The unsuccessful
organizations were characterized by ICA's receiving previous change-agent
training while the successful organizations were represented by ICA's
with and without such training. One other difference was that in
the successful organizations the internal change-agents had primary
responsibility for the interventions while primary responsibility in

the unsuccessful organizations mainly fell to external change-agents.
Several other trends toward differences in this area are noted on Table
30. These trends suggest that the successful organizations were
characterized by ICA's who (a) were more knowledgeable about organizational
functioning and change-agentry, (b) were more task-oriented and less
interaction or self-oriented, and (c) had less previous work experience
in a personnel department.

Conclusions

Two general but potentially quite important conclusions emerge from this study. First, of the characteristics investigated in this study, some are associated with successful or unsuccessful change while others are not. However, since characteristics only rarely were associated exclusively with organizations in either the successful or unsuccessful group, it does not appear that a strong case can be made for characteristics that are either absolutely necessary or sufficient to determine successful or unsuccessful change in organizations.

The second major indication arising from the results of this study is that characteristics differentiating between the successful and unsuccessful organizations fall into four general areas. These areas suggest (1) commitment to and use of survey feedback and inter-personal process consultation interventions are associated most closely with success in OD efforts while an emphasis on sensitivity training/ T-groups is most closely associated with the unsuccessful organizations; (2) organizations that are more stable and staid are less likely to be successful in their OD efforts than are those which are expanding and more open to and involved in adjusting to change; (3) internal resource persons who are less carefully selected, receive change-agent training previous to the OD effort and do not possess assessment-prescriptive skills are found in the unsuccessful organizations; and (4) more specific interests and greater commitment to the OD efforts are associated with successful change.

Given that characteristics have been identified which serve to differentiate between the successful and unsuccessful organizations, the question arises concerning how the individual manager or consultant can profitably utilize this information to maximize the likelihood of success in OD efforts. Clearly, the most desirable situation would be one where all such characteristics matched or were altered to match those of the successful organizations. However, while some of these characteristics can be altered to match those of the successful organizations, others cannot. For example, the individual manager or consultant has little if any control over such characteristics as the state of the market or industrial pay rate. On the other hand, characteristics such as selection of internal change-agents cr support from top management may be significantly affected by the actions of the manager or consultant. Table 32 provides indications of which characteristics in this study--excluding those associated with choices of interventions--might be altered and which are usually considered unalterable from the point of view of an individual manager or consultant. Each characteristic is classified to indicate both alterability and potential importance--e.g., those found to significantly differentiate, those tending to differentiate, or those which didn't differentiate--in differentiating between success and non-success.[9]

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[9]The ideal outcome of such a classification from the standpoint of being able to influence successful change would include all "Differentiating" characteristics and most of those exhibiting "Differentiating Trends" in the "Alterable" category. As can be seen in Table 32, this did not occur.

Table 32

ALTERABLE AND UNALTERABLE CHARACTERISTICS

	Differentiating Characteristics[a]	Characteristics with Differentiating Trends[b]	Non-Differentiating Characteristics
Alterable Characteristics	• Support from top management • Introduction of research/development staff • Specificity of problem expression • ICA's assessment-prescriptive skills • Care of ICA selection •	• Negotiation Period • Commitment for a resurvey • Commitment for a restructuring of the organization • ICA knowledgeability of organizational functioning and change-agentry • ICA value orientation • ECA knowledge base • ECA value orientation • ECA skill types • Credibility of survey instrument	• Position of the contact person • Total population data collections • Sample data collections • Time between waves of data collections • Reasons for second wave of data collections[c] • Responsibility for ICA selection • ICA skill levels • ICA research posture • ICA style • Responsibility for ECA selection[c] • Care of ECA selection[c] • ECA skill levels • ECA change-agent style • ECA research posture • Pace and planning of termination

62

	Differentiating Characteristics[a]	Characteristics with Differentiating Trends[b]	Non-Differentiating Characteristics
	• State of the market • Origin of the labor pool • Industrial pay rate • Levels of hierarchy • Type of organization • Innovative reputation • Prior contact with development/ research staff • Early vs. late involvement • Previous ICA training	• Scope of the market • Size • ICA non-change-agent experience	• Geographical location • State of the industry[c] • Changes in size • Desire to be seen as innovative • ICA previous change-agent experience • ECA non-change-agent experience • ECA previous change-agent experience
Unalterable Characteristics			

Note: Characteristics descriptive of interventions have been omitted from this table.

[a]From the "Successful" column of Table 31.

[b]This column includes characteristics noted with a "b" in Table 30.

[c]Denotes limited variance in the present study.

For unalterable characteristics the manager or consultant is faced with a selection procedure. The characteristics either exist or don't exist in the form desired and the only alternative for attaining characteristics in the form congruent with successful organizations is to select according to these criteria.

Unfortunately, few, if any, managers or consultants enjoy the luxury of picking and choosing until they have encountered such an ideal situation. Most often one must begin with the situation as defined by some of the unalterable characteristics and attempt to maximize chances for success by influencing those characteristics that can be changed. In these situations the challenge posed to the manager or consultant is to develop effective means for affecting such changes in the alterable chracteristics.

65

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APPENDIX A

Sixteen Indices and Component Items

From The Survey of Organizations

I.   Decision Making Practices

    A.   How are objectives set in this organization?

        1.   Objectives are announced with no opportunity to raise
              questions or give comments

        2..   Objectives are announced and explained, and an
              opportunity is then given to ask questions

        3.   Objectives are drawn up, but are discussed with
              subordinates and sometimes modified before being
              issued

        4.   Specific alternative objectives are drawn up by
              s.pervisors, and subordinates are asked to discuss
              them, and indicate the one they think is best

        5.   Problems are presented to those persons who are
              involved, and the objectives felt to be best are then
              set by the subordinates and the supervisor jointly,
              by group participation and discussion

    B.   In this organization to what extent are decisions made at
          those levels where the most adequate and accurate information
          is available?

    C.   When decisions are being made, to what extent are the persons
          affected asked for their ideas?

    D.   People at all levels of an organization usually have know-how
          that could be of use to decision-makers. To what extent is
          information widely shared in this organization so that
          those who make decisions have access to all available know-how?

66

II. Human Resources Primacy

A. To what extent does this organization have a real interest in the welfare and happiness of those who work here?

B. How much does this organization try to improve working conditions?

C. To what extent are work activities sensibly organized in this organization?

III. Technological Readiness

A. To what extent is this organization generally quick to use improved work methods?

B. To what extent are the equipment and resources you have to do your work with adequate, efficient, and well-maintained?

IV. Lower Level Influence

In general, how much say or influence does each of the following groups and people have on what goes on in your department?

A. Lowest-level supervisors (foremen, office supervisors, etc.)

B. Employees (people who have no subordinates)

V. Communication Flow

A. How adequate for your needs is the amount of information you get about what is going on in other departments or shifts?

B. How receptive are those above you to your ideas and suggestions?

C. To what extent are you told what you need to know to do your job in the best possible way?

VI.   Motivational Conditions

    A.   How are differences and disagreements between units or departments handled in this organization?

        1.   Disagreements are almost always avoided, denied, or suppressed

        2.   Disagreements are often avoided, denied, or suppressed

        3.   Sometimes disagreements are accepted and worked through; sometimes they are avoided or suppressed

        4.   Disagreements are usually accepted as necessary and desirable and worked through

        5.   Disagreements are almost always accepted as necessary and desirable and are worked through

    B.   Why do people work hard in this organization?

        1.   Just to keep their jobs and avoid being chewed out

        2.   To keep their jobs _and_ make money

        3.   To keep their jobs, make money, _and_ seek promotions

        4.   To keep their jobs, make money, seek promotions, _and_ for the satisfaction of a job well done

        5.   To keep their jobs, make money, seek promotions, do a satisfying job, _and_ because other people in their work group expect _it_

    C.   To what extent are there things about working here (people, policies, or conditions) that encourage you to work hard?

VII.   Supervisory Support

    A.   How friendly and easy to approach is your supervisor?

    B.   When you talk with your supervisor, to what extent does he pay attention to what you're saying?

    C.   To what extent is your supervisor willing to listen to your problems?

VIII. Supervisory Goal Emphasis

    A.   How much does your supervisor encourage people to give their best effort?

    B.   To what extent does your supervisor maintain high standards of performance?

IX.   Supervisory Work Facilitation

    A.   To what extent does your supervisor show you how to improve your performance?

    B.   To what extent does your supervisor provide the help you need so that you can schedule work ahead of time?

    C.   To what extent does your supervisor offer new ideas for solving job-related problems?

X.   Supervisory Team Building

    A.   To what extent does your supervisor encourage the persons who work for him to work as a team?

    B.   To what extent does your supervisor encourage people who work for him to exchange opinions and ideas?

XI.   Peer Support

    A.   How friendly and easy to approach are the persons in your work group?

    B.   When you talk with persons in your work group, to what extent do they pay attention to what you're saying?

    C.   To what extent are persons in your work group willing to listen to your problems?

XII.   Peer Goal Emphasis

    A.   How much do persons in your work group encourage each other to give their best effort?

    B.   To what extent do persons in your work group maintain high standards of performance?

XIII. Peer Work Facilitation

    A.   To what extent do persons in your work group help you find ways to do a better job?

    B.   To what extent do persons in your work group provide the help you need so that you can plan, organize, and schedule work ahead of time?

    C.   To what extent do persons in your work group offer each other new ideas for solving job-related problems?

XIV. Peer Interaction Facilitation

    A.   How much do persons in your work group encourage each other to work as a team?

    B.   How much do persons in your work group emphasize a _team goal_?

    C.   To what extent do persons in your work group exchange opinions and ideas?

XV. Group Process

    A.   To what extent does your work group plan together and coordinate its efforts?

    B.   To what extent does your work group make good decisions and solve problems well?

    C.   To what extent is information about important events and situations shared within your work group?

    D.   To what extent do persons in your work group know what their jobs are and know how to do them well?

    E.   To what extent do you have confidence and trust in the persons in your work group?

    F.   To what extent is your work group able to respond tc unusual work demands placed upon it?

    G.   To what extent does your work group really want to meet its objectives?

XVI. Satisfaction

A. All in all, how satisfied are you with the persons in your work group?

B. All in all, how satisfied are you with your supervisor?

C. All in all, how satisfied are you with your job?

D. All in all, how satisfied are you with this organization compared to most others?

E. Considering your skills and the effort you put into the work, how satisfied are you with your pay?

F. How satisfied do you feel with the progress you have made in this organization up-to-now?

G. How satisfied do you feel with your chances for getting ahead in this organization in the future?